March 2018

Dear Community Partners,

At Interfaith Community Services (ICS), strategic planning is more than an academic exercise. Our experience with strategic plans, which has driven the breadth and depth of our program and service growth in the past 10 years, compels us to believe strongly in the value of both the process and the plan. We are honored to share with you the ICS Strategic Plan for 2018-2020, which also includes a refreshed logo, tagline and more succinct mission statement. This plan was approved by our board of directors in late 2017 after more than 30 community stakeholder interviews conducted by our board and senior management, a board retreat, a detailed survey of the ICS staff and board, as well as input from our more than 100 faith community partners.

Our plan for 2018-2020 again reaffirms our mission and vision while stating it more concisely, articulates our guiding principles and identifies our core strategies for the next three years:

- Focus ICS growth on improved outcomes in current emergency assistance program to build self-sufficiency and in senior caregiving services to support living with independence;
- Expand educational outreach and self-sufficiency programs in the Tucson community and better equip ICS staff and volunteers as navigators for those in need;
- Implement a 3-year development plan and increase funding with a theory of change that demonstrates measurable outcomes in ICS programs;
- Maximize opportunities for collaboration and strategic partnerships that align with our mission and vision, while deepening our impact within faith communities and the community-at-large;
- Strengthen our development, recognition, and succession efforts for volunteers, board, staff and donors;
- Enhance our infrastructure and systems to expand and streamline client access, sustain program growth, and enhance both community and donor relationships.

Our board and management team have also developed a detailed dashboard that includes measurable objectives for each of these overarching strategic goals. The dashboard is reviewed every six months in our board meetings to assess progress and relevancy. We are blessed to highlight our unique foundation at ICS: groups and people from diverse traditions coming together in the intersection where our faith or personal convictions call us to serve our neighbors in need.

Thank you for standing with us!

Serving with you,

Scott Summerford, Chair, Board of Directors

Interfaith Community Services helps people in need achieve stable, healthy and independent lives.
Our Mission
ICS helps people in need achieve stable, healthy and independent lives.

Our Vision
• Seniors and disabled individuals will have transportation, meals and caregiving services available to them in order to remain independent in their homes.
• People in financial crisis will have a compassionate place to turn for vital services that help stabilize their housing, employment, food, and healthcare situations.
• The community-at-large will gain better access to community resources, social support, education, and information to make informed decisions.
• Volunteers, faith communities and supporters will have a place to serve their neighbors in need.

Our Guiding Principles
Service:
• Our compassionate services are often the safety nets that help our recipients remain or become stabilized, enabling them to lead independent lives.
• Our primary focus of serving drives our decisions for staffing, funding and activities. We remain open to new or expanded services where we have the potential to have major community impact.
• Outreach and public awareness, along with training and education to faith communities and the community-at-large, have a two-fold goal: increasing the number of services provided and improving the whole-person health of individuals, congregations and the community.
• Our general geographical boundary is Pima County. Specific program boundaries depend on existing resources and partnerships with other agencies.

Interfaith:
• We share a common belief that our faith calls us to serve those in need. We are enriched through the diversity of beliefs of our volunteers and recipients. While our primary focus is providing services, our shared activities facilitate appreciation and understanding of the faiths of others.
• ICS was founded with the understanding that groups and people from diverse religious traditions are welcome. As we respond to the needs of an increasingly diverse community, our membership is composed of religious groups identified with enduring faith traditions that:
  ⇒ Have a mission or purpose statement that is consistent with the ICS mission.
  ⇒ Have a responsible governing structure that provides accountability.
  ⇒ Have existed for a reasonable/extended amount of time and, as a result, the tradition has outlived its founder and stood the test of time, or are affiliated with such a group.
  ⇒ Can identify from within their faith community a person or organization that can interact with ICS and the wider Tucson community.
  ⇒ Can respond positively to the needs of the wider community.
• We serve as an extension of our partner faith communities’ ministries and remain true to our founding value of helping those in need with “Love, Cooperation and Service.”
• Our services and volunteer opportunities are open and welcoming to all regardless of beliefs. We maintain a non-proselytizing environment.

Volunteers:
• Volunteers are the heart of our organization as they provide compassionate service to people in need and critical resources to fulfill the organization’s mission.
• People from different backgrounds and traditions will work together to provide services for individuals and families in need.
• Training and support for our volunteers is essential to offering quality services.
• We will focus new funds on activities that leverage volunteer resources, while ensuring adequate and professional staff support for all volunteer efforts.

Collaboration:
• We will continue to foster community collaborations and partnerships that support those we serve while taking care to remain focused on our core services.
• We will provide opportunities for the community-at-large to offer financial and in-kind support and expertise to help fulfill our mission.

Professionalism and Integrity:
• We will promote excellence within the organization at all levels.
• We will be prudent, transparent, and accountable in our use of funds.
• We will create a stable and diverse funding base that supports our core programs.
• We do not take positions on political, social, or religious issues. We do not support political candidates.
History and Milestones
Interfaith Community Services was founded in 1985 as Northwest Interfaith Center (NWIC) and was built upon a foundation of “love, cooperation and service.” The vision of our founder, Rev. Barbara Anderson, then associate pastor at St. Andrew’s Presbyterian Church, was for volunteers and congregations of diverse faiths to work together and share resources in responding to local community needs. In addition to leveraging local resources (funds, in-kind support, and volunteers), this effort would help to build communications and understanding within the diverse faith communities. Following is a timeline of events since our beginning:

1979
- TeleCare calling program started as an ecumenical program serving shut-ins.
- St. Andrew’s Presbyterian Church served as the host.

1985
- Northwest Interfaith Center (NWIC) founded by Rev. Barbara Anderson and six congregations.
- The organization became the umbrella for a Food Bank, TeleCare, Volunteer Caregiving (VICaP), Good Samaritan emergency assistance, and Mobile Meals programs.
- The office was located at St. Andrew’s Presbyterian Church with a Directors Committee managing the day-to-day operations.

1987
- Total congregations increased to 8.
- June Head hired as Bookkeeper/Office Manager and later served as Executive Director.
- Pima County awarded grant for Good Samaritan emergency assistance funds.

1992
- Total congregations increased to 10.

1997
- Total congregations increased to 15.

2001
- Congregation Or Chadash, our first Jewish congregation, joined NWIC as 18th congregation.
- NWIC purchased a modular building with donations and bequests and relocated to Christ the King Episcopal Church on West Ina Road.
- Executive Director June Head retired after 15 years of service.

2002
- The NWIC Executive Director position was filled by Bonnie Kampa.
- A part-time volunteer coordinator position was added.

2003
- Programs were boosted with grants received from Faith in Action – Robert Wood Johnson Foundation, United Way of Southern Arizona, and St. Andrew’s Presbyterian special bequest for health advocacy.
- NWIC managed Flowing Wells Food Bank for 22 months.
- The creation of the Executive Council helped to streamline decision-making.
- Volunteer training programs were initiated.

2005
- Total congregations increased to 35.
- New name of “Interfaith Community Services (ICS)” better reflects expanded service area.
- More than 500 dedicated volunteers live their faith by helping over 26,000 individuals with 27,000 hours of service.
- The year ended with two sold-out events – the 2nd annual “We Care” Golf Classic and the 20th Anniversary Interfaith Concert – Music for the Soul.

2006
- Five-year strategic plan approved by the Board of Directors at the February meeting.
- ICS received an Achievement Award in Innovation from the Community Foundation for Southern Arizona for our health advocacy program.
- ICS opened its first satellite office in Tucson’s eastside to better serve people in financial crisis.

2007
- Completed capital campaign to raise $450,000 to build new 1800 sq. ft. expansion on West Ina Road.
- Introduced “Soul Mates” as major supporters for Music for the Soul.
- ICS recognized with two awards for outstanding volunteer management: Volunteer Coordinator designated as volunteer manager of the year by Volunteer Center of Southern Arizona, and MetLife Foundation Older Volunteers Enrich America Program Award.

2008
- Total congregations increased to 43.
- Completed new Caregiving Services Wing in May.
- Partnership with faith communities is strengthened with the new health and wholeness program to expand health ministries.
- Revised three-year strategic plan approved by the ICS Board of Directors at the July meeting.

2009
- Total congregations increased to 48.
- First year for the Volunteer Income Tax Assistance (VITA) program.

2010
- Total congregations increased to 54.
- Officially announced the Jenkins ICS Endowment Challenge and reached over $2 million in combined cash, pledges and quantifiable and verifiable planned gifts.
- Introduced the first ICS Community Advisory Board.
- Began capital campaign to raise funds for a new food bank building of 2,700 sq. ft.
- Celebrated our 25th anniversary with a sold-out concert featuring R. Carlos Nakai and Gabriel Ayala.
- Awarded the Meyer and Libby Marmis Humanitarian Award and the 2010 Nonprofit of the Year Pinnacle Award from the Northern Pima County Chamber of Commerce.
2011
- Total congregations increased to 60.
- New Food Bank building was completed by Fall 2011.
- Revised three-year strategic plan approved by the Board of Directors at the June meeting.
- Completed the Jenkins ICS Endowment Challenge and nearly reached our $2.5 million goal for the endowment.
- Received the Charity Navigator 4-Star designation.
- ICS Resource Center started at Ina Road offers employment assistance and financial literacy.

2012
- Total congregations increased to 68.
- Received the Charity Navigator 4-Star designation for 2nd year.
- Sponsored first Mental Illness and Faith Communities Conference in April 2012 with major backing from The David and Lura Lovell Foundation.
- Partnership with Arizona Youth Partnership expands ICS’s Resource Center to eastside location and later Marana.
- First annual ICS Empty Bowls event is a huge success.

2013
- Total congregations increased to 72.
- Received the Charity Navigator 4-Star designation for 3rd year.
- Popular Mental Illness Roundtables held throughout the year.

2014
- Total congregations increased to 75.
- Received the Charity Navigator 4-Star designation for the 4th year.
- Mental Health Outreach Specialist added with support from Community Partnership of Southern Arizona.
- Began capital campaign for “Safety, Services, and Sustainability” including raising the funds for the client welcome center and reaching $5 million for the endowment.
- Planning for Health Initiative efforts supported by the Lovell Foundation.
- ICS wins nonprofit Copper Cactus Award from the Tucson Metropolitan Chamber of Commerce.
- New Client Welcome Center and expanded office space opens.
- CEO transition commences as a result of Bonnie Kampa’s retirement at the end of December 2014.

2015
- After a national search, Daniel Stoltzfus begins his service as CEO in February 2015.
- Received the Charity Navigator 4-Star designation for the 5th year.
- Care Partners program is funded by The David and Lura Lovell Foundation, providing vital non-medical support for patients being discharged who are at high risk of readmission.
- ICS launches new homelessness prevention program with funding from the City of Tucson, ESC/HUD funds.

2016
- Homelessness prevention program expanded with Pima County ESC/HUD funds.
- Received the Charity Navigator 4-Star designation for 6th year.
- Endowment goal hits $5 million in contributions and planned gifts.

2017
- One of eight organizations statewide to receive competitive funding from the Arizona Office of the Attorney General to fund Steps to Stability homelessness prevention program.
- Received the Charity Navigator 4-Star designation for 7th consecutive year.
- ICS awarded its first ever direct Federal grant for the Retired Senior Volunteer Program (RSVP) Senior Corps from the Corporation for National and Community Service.
- ICS reaches 100 faith community partners milestone; celebration held at St. Andrew’s Presbyterian Church.
- After a six-month due diligence process led by a consultant and board committee, ICS integrates Helping Hands for Single Moms-Tucson into our continuum of programs to build self-sufficiency, creating ICS Single Mom Scholars.
- Awarded significant, three-year funding to expand the ICS End of Life/Advance Care Planning workshops as part of the community End of Life Care Partnership.
- 2018-20 ICS Strategic Plan approved by the Board of Directors in late 2017.
## Strengths, Weaknesses, Opportunities, Threats (SWOT)

### Strengths
- Reputation as an excellent steward of resources with compassionate services
- Ability to mobilize and retain dedicated, compassionate volunteers
- Leadership (stable Board, Leadership Team and CEO relationships)
- Relationships with and ability to engage faith communities
- Diversity of funding sources
- Movement toward outcome management
- Staff talent and education
- Loyal individual donors
- Commitment to mission and core values, attentive to avoiding mission creep
- Eight consecutive years of 4-Star Charity Navigator ratings
- Quality and uniqueness of service delivery model, integration of staff and volunteers
- The capacity of ICS in collaboration and partnership
- Serving clients with thoughtfulness and compassion—perceived as ‘client-centered’
- Financial strength and capacity to take advantage of opportunities

### Weaknesses (Internal)
- Succession planning at the director level on the Leadership Team
- Need to move further beyond reporting outputs to robust outcome reporting
- Aging volunteer and donor base
- Community visibility and brand strength
- Fragmented data collection systems
- Lack of detailed assessment of client experience and satisfaction
- Consistent and thorough internal communications with staff
- Physical office space limitations and capacity
- Process to allocate resources across programs
- Depth of diversity among board, staff and volunteers
- The lack of a south and west side presence

### Opportunities
- Challenge to focus more on economic empowerment and self-sufficiency programs
- More focus on job resource center and stronger links with job training
- Major social issue is jobs and family stability
- Strong community awareness of ICS came up in many stakeholder interviews
- Support for focus on deepening existing services vs. adding new program areas
- Widespread support for expanding/dispersing our services to different parts of the city
- Input on the value of peer-to-peer community support for our clients
- Enhanced collaboration and focus on shared savings agreements with healthcare facilities
- Expansion of mental health awareness conference into a revenue generator

### Threats (External)
- Since ICS is a multi-service organization, does the community truly know what our business is?
- Perception of ICS as more northwest focused and lack of awareness of the geographic distribution of our clients, offices and faith community partners
- Questions raised about how we address giving out more every year vs. creating paths to self-sufficiency
- Competition for funding and providing services
- Healthcare changes and costs for clients and staff
- Generational differences and the impact on service delivery, fundraising and development
- Decreased empathy for those in need of social services
- Policy changes (minimum wage, tax reform)
- Misperceptions about ICS religious affiliation
- Future potential changes to AZ Working Poor Tax Credit
- Increased need relative to resources
To measure our emergency assistance, ICS seeks to increase self-sufficiency scores of ICS emergency assistance clients on annual outcomes on the Self-Sufficiency Matrix focused on the following domains: Housing, Income and Employment.

In our senior caregiving services, we seek to increase the ability of older adults to live with independence as measured by the annual Living with Independence scorecard.

ICS also seeks to increase our services throughout the community by expanding or opening satellite office(s) which utilize existing spaces at faith and community centers in the following areas: central Tucson, south side and a rural Pima County location.

Strategy 1:
Focus ICS growth on improved outcomes in current emergency assistance program to build self-sufficiency and senior caregiving services to support living with independence.

Strategy 2:
Expand educational outreach and self-sufficiency programs in the Tucson community and better equip ICS staff and volunteers as navigators for those in need.

ICS seeks to fully implement community education in the End of Life Care Partnership with up to 1200 attendees at workshops annually, showing measurable increase in knowledge of advance care planning and tracking completion rate on documents.

We plan to build upon our Care Partners pilot project by implementing community-wide effort with a coalition of healthcare partners, 150 patients served annually and an increase in ability to live with independence along with improved transitions of care.

Strengthen ICS Self-Sufficiency programs to grow participation and increase job placement along with maintaining the graduation rate for Single Mom Scholars of 85% and tracking increase in wages resulting from completion of degree programs.

Strategy 3:
Implement a 3-year development plan and increase funding with a theory of change that demonstrates measurable outcomes.

Since requests for ICS service continue to increase in a rapidly changing economic environment, we intend to expand or sustain efforts in all our service areas.

We will develop target percentages for diversification of funding sources and track against a budget plan by percentage as demonstrated on a 3-year Financial Development Plan document.

We will clearly articulate our organizational mission and theory of change on a 1-page document showing both outputs and outcomes to share in our annual report.

We will identify, expand and develop a program income plan with annual budget goals for mental health education, Care Partners and advance care planning workshops.

Strategy 4:
Maximize opportunities for collaboration and strategic partnerships that align with our mission, vision and deepen our impact within faith communities and the community-at-large.

We will create a system for coordinated senior transportation with shared use of Efforts to Outcomes (ETO) with Neighbors Care Alliance at Pima Council on Aging (PCOA) and partner organizations that shows an increase in efficiency and miles driven for seniors.

We will partner with the Community Food Bank and ICS faith community partners to create mobile food pantry outreach in underserved areas: two locations in 2018, grow to three locations in 2019, and procure a co-branded mobile unit by 2020.

We will integrate the Single Mom Scholars to expand ICS efforts to increase client self-sufficiency by 2018.
Strategy 5:
Strengthen our development, recognition, and succession efforts for volunteers, board, staff and donors.

- We will roll-out an updated logo, tagline and mission statement to improve branding, community awareness and understanding of ICS services by early 2018.
- We will increase board, staff and volunteer diversity (ethnicity, gender and language).
- We will implement a formal staff development/recognition program and volunteer training plan by the beginning of FY 2019.

Strategy 6:
Develop our infrastructure and systems to expand and streamline client access, sustain program growth and enhance both community and donor relationships.

- We will continue to place a priority on creating an accessible, safe, and welcoming environment for clients, volunteers, and staff.
- ICS future office needs are expected to be found at satellite sites or in partnership with other organizations, so we seek to implement a facility plan that includes upgrades to the Ina Road office and expansion to support other satellite offices.
- We will improve systems to meet organizational growth: upgrade phone system with mobile office capacity, update IT equipment and improve network management.
- We will improve use of databases: ETO Participant Portal and new donor relationship software in 2018 and upgrade accounting and finance software by 2019.
icstucson.org

Northwest Office:
2820 W. Ina Road, Tucson, AZ 85741
(On the campus of Christ the King Episcopal Church)
520-297-6049

Eastside Office:
8701 E. Old Spanish Trail, Tucson, AZ 85710
(On the campus of New Spirit Lutheran Church)
520-297-6049

Central Tucson Office:
1200 N. Santa Rosa
(On the campus of Desert Valley Adventist Church)
520-297-6049

Southside Tucson Office:
101 W. Irvington, Suite 2A
(In the El Pueblo Neighborhood Center)
520-297-6049